

Metrics 4 Success:

Evaluating Your Volunteer Program

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Why Measure Performance?

- ☐ To continuously improve services
- ☐ To strengthen accountability
- ☐ To communicate results of programs and services
- ☐ To provide better information for effective decision-making including resource allocation
- ☐ NOT “to keep score”

Premise of Reinventing Government

(Osborne and Gaebler, 1992)

What gets measured gets done.

If you don't measure results, you can't tell success from failure.

If you can't see success, you can't reward it.

If you can't reward success, you are probably rewarding failure.

If you can't see success, you can't learn from it.

If you can't recognize failure, you can't correct it.

If you can demonstrate results, you can win public support.

Common Issues

- ❑ The contributions of the volunteers vs. are volunteers worth it?
- ❑ Volunteers aren't the panacea – more doesn't necessarily mean better.
- ❑ Setting measurable goals is doable, even with the intangibles.
- ❑ Define Value added vs. Dollars saved
- ❑ Ultimately, a good product will involve both the measurements and the “stories.”

Benefits of a Good Performance Measurement Process

- ❑ Your volunteer program will be more customer-focused.
- ❑ You will have more information with which to change, expand, or enhance your volunteer options
- ❑ You will have success stories to share with your boards and councils
- ❑ Your work will be more effective.

Performance Indicators Should Be

☐ Quantifiable

☐ Timely

☐ Measurable

☐ Consistent

☐ Relevant

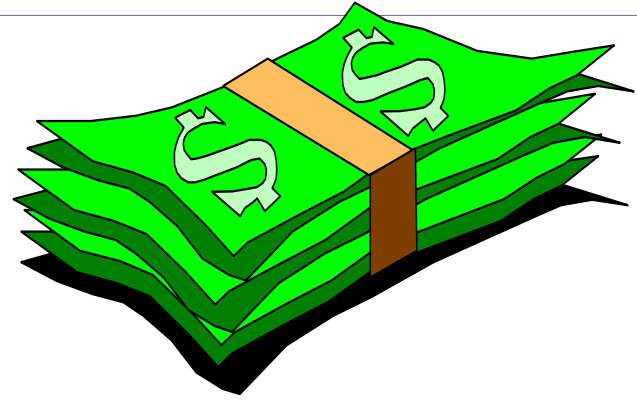
☐ Comparable

☐ Understandable

☐ Reliable

Family of Measures

- ☐ Input
- ☐ Output
- ☐ Efficiency
- ☐ Service Quality
- ☐ Outcome



Program Statement

To provide/produce (service or product)
to (customer)
in order to (statement of
accomplishment).

Program Objective

- ❑ Describes quantifiable future targets
- ❑ Reflects planned benefits of the volunteer involvement
- ❑ Allows measurement of progress
- ❑ Quantifies the portion of the program goal that will be accomplished within the reporting period

Objective Statement Template

To improve/reduce (accomplishment)
by (a number or percent), (from X to Y)
toward a target of (a number).

Indicator Definitions & Examples

Category	Definition	Example
Input	Resources used to produce an output.	Cost (direct costs plus fringe benefits) Staff hours
Output	Quantity or number of units produced. Activity-oriented, measurable and usually within managerial control. Workload indicators, which are external drivers of the County's efforts, are a subset of output indicators.	Number of volunteers involved Hours of volunteer participation Number of applications received (workload)
Efficiency	Inputs per unit of output.	Ration of Staff hours to volunteer hours Cost per volunteer supported
Service Quality	Timeliness, accuracy and/or customer satisfaction of the service provided.	# of volunteers satisfied with their relationship to the organization
Outcome	Qualitative consequences associated with a program/service. Focuses on the ultimate "why" of providing a service.	Percentage increase of volunteer participation over prior year.

Input Indicators

- ❑ Resources used to produce an output
 - ❑ cost (budgeted or actual)
 - ❑ full-time equivalents (FTE)
 - ❑ direct labor hours (DLH)

Cost as an Input Indicator

- ❑ Direct costs
 - ❑ personnel services
 - ❑ operating expenses
 - ❑ recovered costs
 - ❑ capital equipment

Output Indicators

- ❑ What was produced/provided
- ❑ Usually end in “ed”
- ❑ Questions to ask
 - ❑ what services were delivered?
 - ❑ what volume was provided?
 - ❑ how many units of service?
- ❑ What we traditionally measure

Efficiency Indicators

- ❑ Inputs used per unit of output
 - ❑ cost per unit where the input is \$
 - ❑ productivity where the input is hours/staff
- ❑ Examples
 - ❑ Client to volunteer ratio
 - ❑ Ratio of staff hours to volunteer contribution

Service Quality Indicators

- ❑ Measures customer satisfaction, timeliness and/or accuracy of a service
- ❑ Examples
 - ❑ Customer/volunteer surveys
 - ❑ response logs
 - ❑ Cost benefit of a volunteer to the program

Client or Volunteer Satisfaction

- ❑ Need not be “statistically valid”
- ❑ Ways to measure satisfaction
 - ❑ response cards
 - ❑ interactive kiosks
 - ❑ point-of-service questionnaires
 - ❑ telephone surveys
 - ❑ written surveys

Outcome Indicators

- ❑ Describe the impact or benefit of the service on the customer
- ❑ Describe what was changed or accomplished as a **result** of the service
- ❑ Questions to ask
 - ❑ how has the client benefited?
 - ❑ why is the customer better off?
 - ❑ what is the impact of the service?

Performance Measurement Worksheet

PERFORMANCE MEASUREMENT WORKSHEET

Service Area:					
Service Area Objective:					
	Input Indicators	Output Indicator	Efficiency Indicator	Service Quality Indicator	Outcome Indicator
Indicator					
Indicator Calculation					
Data Source(s)					

Be Sure To:

- ☐ Quantify objectives
- ☐ Associate objectives with an outcome
- ☐ Word outcomes the same as objectives
- ☐ Provide a complete family of measures
- ☐ Reference the baseline to target year for objectives
- ☐ Focus on the value and benefit of your efforts

Performance Measurement Resources

- ❑ Fairfax County *Measures Up* Manual
www.fairfaxcounty.gov/dmb
- ❑ United Way of America Outcome Measurement Resource Network
- ❑ *Measuring the Difference Volunteers Make: A Guide to Outcome Evaluation for Volunteer Program Managers*
Available from: www.energize.com
- ❑ Center for Accountability and Performance
www.aspanet.org
- ❑ A User's Guide to Evaluation for National Service
www.projectstar.org then select Americorps

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